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FINAL REPORT

RESEARCH CONTRACT

C-209-66



*Social Science
Research & Development
Corporation*

Berkeley, California

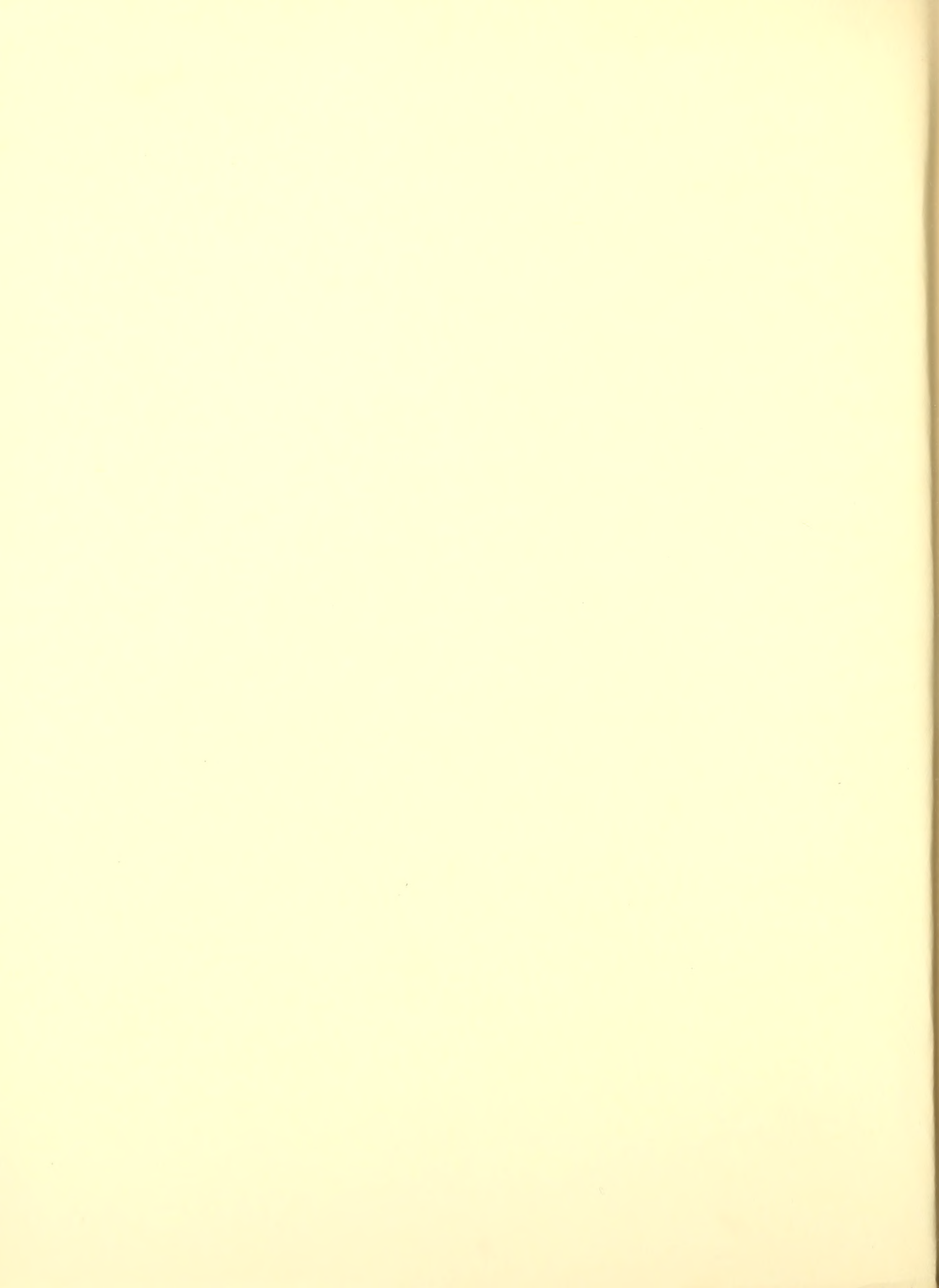
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ECONOMIC DEVELOPMENT ADMINISTRATION

TECHNICAL
ASSISTANCE
PROJECT

U.S. DEPARTMENT OF COMMERCE



FINAL REPORT

RESEARCH CONTRACT C-209-66

MARCH 17 - JUNE 16, 1966
Extension - JULY 16, 1966


"This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the contractor and do not necessarily reflect the views of the Economic Development Administration."



SOCIAL SCIENCE
RESEARCH & DEVELOPMENT
CORPORATION

BERKELEY, CALIFORNIA

AUGUST, 1966



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FINAL REPORT - RESEARCH CONTRACT NUMBER C-209-66

INTRODUCTION

The Department of Commerce entered into a 90-day contract with Social Science Research and Development Corporation (hereinafter, SSRD) at Berkeley in March, 1966. The purpose of the contract was to provide opportunity for SSPD to prepare a study design incorporating two primary functions. One function was that of evaluating the Economic Development Administration's (hereafter EDA) pilot project in Oakland during the next two years; the other function was to plan research projects to provide EDA and Oakland with information which would present alternatives for decision-making with regard to the hard-core unemployed.

This report is presented according to Department of Commerce specifications to fulfill the 120-day contract (extended by mutual agreement at the end of the initial 90 days), and refers to each item mentioned in the initial proposal by number in parenthesis. Items listed under "Specific Purpose of Present Proposal and Basis of Contract" are given simple numbers; (i.e. 1a). Items listed under "Scope of Short Term Management Work Explained" are designated with the prefix "Scope" (i.e. Scope 1a). The report is divided into several logical parts according to the actual activities and services performed by SSPD.



I DEVELOPMENTAL SERVICES FOR EDA-OAKLAND OFFICE

MONITORING AND EVALUATION

SSRD acted as "monitor and participant observer" in the Oakland EDA project and provided a "developmental management service... to assist the resident director." Members of the SSRD staff attended meetings of active groups and organizations in Oakland which relate to community social and economic development. They attempted to understand and piece together the operating structure of these organizations and committees as they might relate to EDA. Among the meetings attended (often several consecutively if needed for perspective) were those of the Oakland Economic Development Council, the Adult Minority Employment Committee and four Target Area Advisory Boards. (2)

(1)

SSRD staff also interviewed a few individuals from Oakland's political, community and business leadership to obtain opinions of how they perceive the following points,

to provide this information for the
formation of advisory groups, or as (1g)
an inventory of leadership attitudes:
1) the functions, duties, constraints
on their organization in Oakland, 2)
their organization in relation to EDA,
3) their feelings about the economic
and social problems of Oakland, its
growth potential and its minority
populations.

Both for comparative purposes,
and in preparation for the long-term
Comprehensive Plan for Oakland, staff (3b & 3c)
observed and interviewed persons in
other cities who were responsible
for projects to alleviate the pro-
blems of the long-term unemployed.
In Philadelphia, they met with in- (1f)

COMPARATIVE
CITY
PROGRAMS

dividuals representing the Opportunities
Industrialization Center (OIC), the
Philadelphia Economic Planning Depart-
ment, and the Philadelphia Fellowship
Commission. In Detroit, they had
a meeting with

the Comptroller, the directors of the HUD and OEO programs, an assistant to the Mayor, and two other key city staff members; they also met with representatives of TAAP (Total Action Against Poverty), the local OEO target area groups. In Washington, they met with the Director of the National League of Cities.

BRADFORD
JOURNAL
ANALYSIS

During the past months, a member of the SSRD staff has begun an examination of the Bradford Journal. The primary purpose in analyzing this journal has been (and will continue to be) to determine how policies were formed in relation to the EDA overall objective of creating jobs for the unemployed in Oakland. An analysis of such data will also provide EDA and SSRD with an historical perspective of the activities of the EDA office in Oakland. (1b)

Once the who, why, what, when approach has been analyzed, it becomes necessary to determine the

POLICY
DEVELOPMENT

interrelationships engaged between these individuals, and the organizations and government agencies they represented. Based on these interrelationships, what issues were involved which would help or hinder the effectiveness of EDA in reaching its overall objective or providing jobs for the long-term unemployed? If these issues were resolved, how were they determined? Finally, based on the contacts, purpose, subject matter, timing, interrelationships and issues involved, what policy decisions were made?

MANAGEMENT
AND
DEVELOPMENT

On the basis of all the information received from the organizations, individuals observed and interviewed, and the Bradford Journal Analysis, a major organizational plan for the Oakland office was created (known as Research & Development, Oakland; hereafter R-DO). Organizational charts were drawn showing the

(1a)

relationship between the Washington personnel, the RDO office staff and the SSRD research and development staff. Job descriptions were written for each of the positions as well as for the two committees (the Coordinating Committee for overall planning to be composed of leaders in the community, and the Employment Review Board). With the organizational plan and the other various alternative plans in mind, SSRD obtained and furnished office space for the RDO office and hired a research coordinator.

(lf)

SSRD staff members met with Messrs. Foley, Bradford, Bennett, Rauner, Burns, Costle, and other EDA personnel for a number of purposes during the 120 day planning grant period. The following items were covered during their discussions to assist both the Washington staff, the RDO staff and SSPD as they continued to prepare

CONTACTS
WITH
WASHINGTON
PERSONNEL
AND OAKLAND
STAFF

the long-term contract negotiations, revisions of the short-term contract, implementation of the short-term contract, implementation of the short-term proposal, planning for the long-term Comprehensive Plan for Oakland, the Oakland office organization, and priorities of projects (1b) being considered for the long-term proposal. The employment plan was discussed and SSRD responded to it. A critique of the Oakland Economic Development Plan was prepared for inter-office use. SSRD also prepared statistics and other material at the request of Washington and RDO staff members for communication to the Oakland community.

II CONTACTS WITH OAKLAND BUSINESS AND GOVERNMENT LEADERS (2)

SSRD had several contacts with the Oakland city government staff. (Scope 2a)
(Scope 2g)
Meetings were held with the Mayor and City Manager to discuss the EDA program in general, its initiation and

development, and the progress of
specific EDA projects.

SSRD also coordinated activities
between the Programs Evaluation
Department of Oakland EDA, the Bureau
of Census, the Department of Commerce, (1c)
and the Oakland 701 Project and re-

CONSULTATION
LIAISON
WITH
OAKLAND
CITY
GOVERNMENT

quests concerning demographic studies.
In discussion with the Oakland 701 (1e)
planning people the decision was
made not to duplicate efforts with
701, specifically on the Land and
Building Inventory which they are
undertaking, and it was agreed that
data and materials would be shared. (Scope 2c)

Meetings were held with the City
Planning and Redevelopment Agencies.
After discussion with them a research
design was developed for a Space and
Housing Study of Oakland which was
incorporated into the SSRD Compre-
hensive Plan. Again it was agreed (Scope 2f)
with the city planning staff not to
duplicate efforts.

A representative group of
COORDINATION business leaders of Oakland were
BUSINESS contacted concerning EDA plans (1d)
LEADERS for Oakland. With some business lead-
ers loans or grants were recommended;
with some, the information about (Scope 2b)
the program was simply given to
clarify EDA plans for Oakland.

In researching for the Socio-
COORDINATION Economic Data Reference, SSRD con-
OAKLAND sultants talked to the following
ORGANIZATIONS organizations and individuals among
others, and both informed them of
our activity and the EDA project
as well as interviewing them: The
Oakland Human Resources Department,
the Head of the Welfare Department (Scope 1c)
for Oakland, the Administrator of
the Department of Urban Education
Services of the Oakland Public
Schools, the Head of the Public
Relation and Information for Oakland
Public Schools, the State Department
of Education, and the Oakland Economic (Scope 2e)
Development Foundation (OEDF).

Staff members attended the opening ceremonies of SBDC, and were informed of the projected plans for that operation.

III CONTACTS WITH OAKLAND MINORITY COMMUNITIES (Scope 1a)

COMMUNITY
MEETINGS

SSRD sent staff members to be present at community meetings to become acquainted with and extend their knowledge of Oakland's specific problems. The following organizations were observed and became part of the monitoring and evaluation process. The OEDC, the Target Areas Advisory Boards, the Skills Center, and others.

(Scope 2d)

MINORITY
REPRESENTA-
TIVES

SSRD interviewed minority representatives to ascertain the needs and feelings of ghetto residents as well as leaders. The numbers of minority groups that were contacted were numerous; some of the organizations which they represented include the following: The East Oakland Parish, the Adult Minority

(1c & 1g)

Employment Committee, the East Bay Spanish-Speaking Economic Development Corporation, the United Bay Area Indian Council, and others. Many informal conversations were held with individuals of these and other organizations as well as with representatives of neighborhoods not organized.

SSRD informed minority communities of the EDA project to elicit their support and participation in the program. Among those agencies and groups contacted were the Urban League and the (Scope 1a) Target Areas Advisory Groups. Individual consultants of minority agencies and groups were included on the SSRD staff in one way or another and were asked to inform other members of their minority community of the EDA program to obtain as wide a dissemination of information about this program as possible. Represented were Oriental, Negro, Mexican-American and Indian consultants for SSRD.

MINORITY
AGENCIES
AND
GROUPS

FORMAL
PRESENTA-
TIONS

SSPD performed a number of formal presentations to groups requesting information about the EDA Oakland program. Outside the community (Scope 1c) the Union City Mexican-American group requested information about EDA. They were considering beginning their own EDA program in the Union City area and an SSRD staff member made a presentation there.

IV DEVELOPMENT OF POTENTIAL EDA PROJECTS

(1d)
(Scope 1b)
(Scope 2b)

MEXICAN
AMERICAN
STUDY

A feasibility study was undertaken for long-term economic development of the Spanish-speaking community. Dr. Ernesto Galarza was called in to initiate and develop ideas, and execute a feasibility study. Dr. Galarza and his staff followed the procedure (to be presented below) in establishing the need for a Mexican-American business development in Oakland.

The group initially surveyed the existing aspects of economic

PROCEDURE

development in Oakland for the Mexican-American businessman in the areas of transportation, capital and market services. Following this survey, they attended Mexican-American community meetings and contacted known business and social leaders to establish a list of interested and knowledgeable citizens who were interested in the economic development of their community. Using this established list, each individual was sent a statement of purpose of the study, a letter from a member of Dr. Galarza's team, and a letter from a well-known representative of the Mexican-American community introducing both the study and the interviewer. Letters were written in both English and Spanish. After these initial contacts, interviews were completed following an interview format. Dr. Galarza has presented a formal study which is attached as an appendix to this report.

The Executive Director of the Bay Area Intertribal Council was (Scope 1b & Scope 2b)

contacted as were other representatives of the Indian community to determine some of the Indian minority community needs in Oakland. One of the ideas projected was a consideration of plans for an Oakland Indian Art Center for the training, marketing and distribution of Indian arts. This idea had been previously presented and supported by the "Progress Report to the Governor and the Legislature by the State Advisory Commission on Indian Affairs, Senate Bill Number 1007". Following the initial formulation of this concept, some literature review was conducted, and an interim report written to record some ideas for Indian community economic development. Further discussion of this will be held with both the Indian community and the EDA staff.

V COMPILATION OF SOCIO-ECONOMIC DATA REFERENCE WITH
DATA ANALYSIS

(1c)

FUNCTION
AND
PURPOSE

An extensive Data Book was produced as a tool for use in the Oakland studies. The concept of the Data

Book was to bring together available information currently written about Oakland's economic development as an inventory of existing information and to assist in the identification of data gaps. The Data Book (which is also attached as an appendix to this report) identifies data sources and data-generating groups in Oakland and clarifies the present economic development status of Oakland. The original data tapes will be retained by the contractor until notification of their further disposition is received from the Department of Commerce.

PROCEDURE

The steps included in the production of this data reference were as follows: part-time data gatherers were hired who were sent into the Oakland community to compile materials and bibliographic references to be included in the Data Book. A computer program was written to allow this information to be codified and the coding patterns were given to the data gatherers. The information was compiled, duplicate

information identified and the book was prepared in rough draft form. This draft copy was sent to Washington in June, 1966.

In the production of this document there was coordination with the 701 Planning people and consulting with both Washington and Oakland staff to prevent duplication of efforts.

VI DEVELOPMENT OF COMPREHENSIVE PLAN

(1h)

SSRD has prepared a Comprehensive Plan for the economic development of Oakland in the past 120 days.

SSRD ORGANIZATION

During that time SSPD hired, oriented and deployed staff for specific functions with relation to the Comprehensive Plan. The staff gathered material and developed the Comprehensive Plan using the Data Book and other resources within the community.

The Comprehensive Plan itself presented an analysis of Oakland's economic and social problems as SSRD sees them today. It presented an

(3a - 3e)

OBJECTIVES
INCLUDED

organization plan and job descriptions for the Oakland RDO office. It proposed research to present alternatives of economic decision making for those who make those decisions for Oakland. It also presented plans for the monitoring and evaluation and the reporting of such activities of Oakland's economic and social conditions over the next few years. This Comprehensive Plan was presented as a unit to the Washington staff in June, 1966.

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